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Report on the activities of the Office of Internal Oversight Services

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Activities of the Office of Internal Oversight Services on peace operations for the period from 1 January to 31 December 2015

Report of the Office of Internal Oversight Services

Summary

The present report is submitted in conformity with General Assembly resolutions 48/218 B (para. 5 (e)), 54/244 (paras. 4 and 5), 59/272 (paras. 1-3), 64/263 (para. 1) and 69/253 (para. 1). It covers the activities of the Office of Internal Oversight Services related to peace operations during the 12-month period from 1 January to 31 December 2015.

The Office of Internal Oversight Services issued 162 oversight reports related to peace operations in 2015. The reports included 524 recommendations, 63 of which were classified as critical to the Organization. The report of the Office on its non-peacekeeping activities for the period from 1 July 2014 to 30 June 2015 is contained in document A/70/318 (Part I) and Corr.1 and A/70/318 (Part I)/Add.1.

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I. Introduction

1. During the reporting period, from 1 January to 31 December 2015, the Office of Internal Oversight Services (OIOS) issued 162 reports related to peace operations.

2. The present report pertains exclusively to the oversight of United Nations peace operations. which includes the Department of Peacekeeping Operations, the Department of Field Support, the peacekeeping missions that fall under the authority of those Departments and the special political and peacebuilding missions led by the Department of Political Affairs and the Department of Peacekeeping Operations, supported by the Department of Field Support and the Department of Management. The report of OIOS on its non-peace operations activities for the period from 1 July 2014 to 30 June 2015 is contained in document A/70/318 (Part I) and Corr.1 and A/70/318 (Part I)/Add.1. Internal audit and evaluation reports issued during the period may be found on the OIOS website, in accordance with General Assembly resolution 69/253.

II. Overview

A. Internal Audit Division

3. Audits of peace operations by the Internal Audit Division are conducted in New York and through resident audit offices based in nine missions, including the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Mission in Liberia (UNMIL), the United Nations Mission in South Sudan (UNMISS), the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Operation in Côte d'Ivoire (UNOCI), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the United Nations Stabilization Mission in Haiti (MINUSTAH), as well as the United Nations Support Office in Somalia (UNSOS), the Regional Service Centre in Entebbe, Uganda, and the Kuwait Joint Support Office.

4. In New York, the Director of Internal Audit manages and oversees the activities of the resident audit offices and the Peacekeeping Audit Section conducts audits of the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and smaller peacekeeping and special political missions where there are no resident auditors. During the reporting period, the Division issued 94 reports related to peace operations.

Monitoring of audit recommendations

5. OIOS closely monitors the implementation of all outstanding recommendations on a regular basis. In 2015, the Internal Audit Division issued 460 recommendations, including 61 critical and 399 important recommendations, related to peace operations. Table 1 provides a breakdown of the number of reports, as well as critical and important audit recommendations issued to each office during 2015.

Table 1
Number of peace operations-related audit reports and recommendations issued in 2015

Office	*No. of reports*	*Recommendations*		
		Critical	*Important*	***Grand total***
Department of Field Support	10	5	43	**48**
Department of Management	1	5	11	**16**
Department of Political Affairs	1	–	2	**2**
Department of Peacekeeping Operations	2	–	15	**15**
MINUSCA	2	7	9	**16**
MINUSMA	5	6	27	**33**
MINUSTAH	7	5	31	**36**
MONUSCO	11	5	39	**44**
UNAMA	1	–	1	**1**
UNAMI	2	–	14	**14**
UNAMID	12	7	30	**37**
UNDOF	2	–	9	**9**
UNIFIL	6	–	29	**29**
UNISFA	4	5	8	**13**
UNMIL	2	–	12	**12**
UNMISS	9	6	46	**52**
UNMOGIP	1	–	6	**6**
UNOCI	7	4	29	**33**
UNSCO	1	–	3	**3**
UNSOS	7	6	33	**39**
UNTSO	1	–	2	**2**
Grand total	**94**	**61**	**399**	**460**

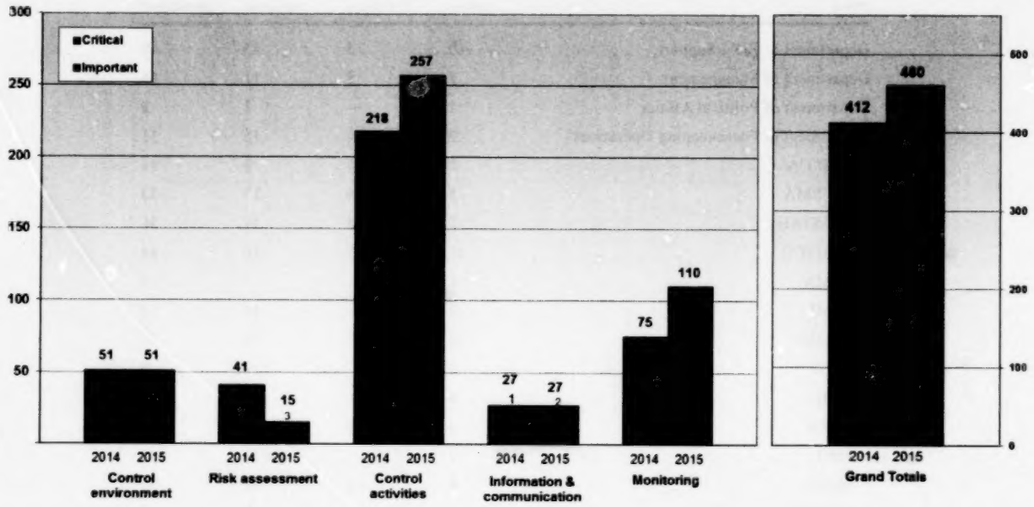
Abbreviations: UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission in Iraq; UNDOF, United Nations Disengagement Observer Force; UNISFA, United Nations Interim Security Force for Abyei; UNMOGIP, United Nations Military Observer Group in India and Pakistan; UNSCO, Office of the United Nations Special Coordinator for the Middle East Peace Process; UNTSO, United Nations Truce Supervision Organization.

Classification of recommendations by internal control component

6. During the reporting period, audit recommendations were classified using the five integrated components of internal control: control environment; risk assessment; control activities; information and communication; and monitoring activities. Figure I shows the distribution of critical and important recommendations for each of the internal control components for 2015 compared with 2014. It indicates that 257, or 56 per cent, of the recommendations in 2015 were related to

control activities, which are the actions established through policies and procedures that help to ensure that management's directives to mitigate risks are carried out.

Figure I
Audit recommendations, classified by internal control component



B. Investigations Division

7. The Investigations Division, with its headquarters in New York, also operates through two offices (in Nairobi and Vienna), the Regional Service Centre in Entebbe and resident investigation offices in five peacekeeping missions: MINUSTAH, MONUSCO, UNMIL, UNMISS and UNOCI. Investigations at other missions are conducted by investigators based at other locations, including Headquarters.

8. Matters investigated by OIOS are classified into seven categories: procurement; management; inventory/assets; personnel; financial; prohibited conduct; and sexual exploitation and abuse. While matters investigated by OIOS most commonly pertain to those relating to procurement, finance or sexual exploitation and abuse, peacekeeping-related misconduct may arise in any category. Minor management and asset/inventory issues and cases implicating personnel from entities outside the jurisdiction of OIOS are generally referred to more appropriate offices or departments for their action and only matters indicating serious financial or operational implications are retained for investigation by OIOS. Matters involving sexual exploitation and abuse, fraud, corruption and procurement irregularities continue to be a priority, given the potential risks and impact on the integrity and culture of organizational systems.

9. here are three types of reports that the Division may issue upon completion of an investigation: "investigation" reports are issued when matters are substantiated through OIOS investigations; "contingent" reports are used to present to the Governments of troop-contributing countries, through the Department of Field Support, evidence related to cases in which the countries' peacekeepers are implicated; and "closure" reports are issued when OIOS investigations do not substantiate the reported matters.

Performance and output

10. In 2015, the Investigations Division issued 64 reports, including 22 investigation reports, 19 contingent reports and 23 closure reports. The Division also referred 119 matters to more appropriate offices or entities for possible action. As at 31 December 2015, the Investigations Division had 80 cases under investigation (see table 2).

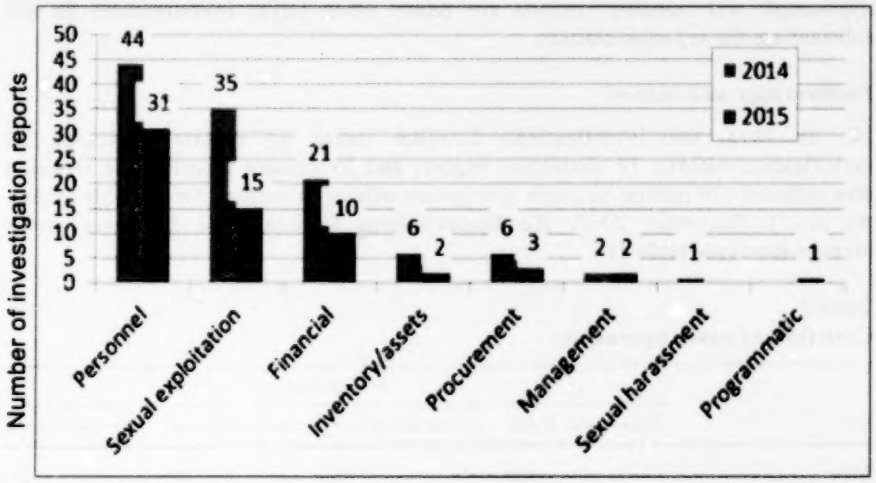
Table 2
Case flow of peace operations

	Investigations			
Year	*Open at start of year*	*Opened during year*	*Closed during year*	*Open at year-end*
2014	105	83	119	69
2015	69	81	70	80

11. The highest number of investigation reports related to personnel issues. This included falsification of documents, misuse of information and communications technology (ICT) resources, recruitment irregularities, conflict of interest and abuse of authority. Sexual exploitation and abuse remains a significant area of concern and 15 reports were issued in relation to it, constituting approximately 23 per cent of all reports issued in 2015. Four of these reports found sufficient evidence of misconduct, including three reports of allegations involving minors or sexual assault. Eleven of those cases involved uniformed personnel and three involved civilians. Figure II provides a breakdown of the investigation reports issued by category in 2014 and 2015.

Figure II

Investigation reports related to peace operations issued during 2014 and 2015, by category

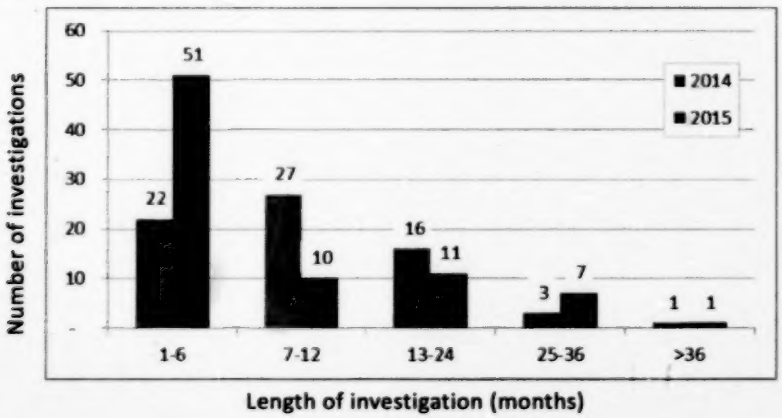


12. Of the 81 matters which led to a decision for investigation in 2015, the highest number related to sexual exploitation and abuse with 27 cases, or one third of all investigation predications. This was a significant increase from the 16 sexual exploitation and abuse cases predicated in 2014 (19 per cent of predicated investigations) and owed largely to incidents in MINUSCA, where a total of 11 cases were predicated in 2015 in contrast to the previous year, in which there were none. The cases originating in MINUSCA made up 14 per cent of all new investigations and 37 per cent of all sexual exploitation and abuse investigations.

13. The number of peace operations investigations pending for more than 12 months was 19 as at 31 December 2015, compared with 20 as at 31 December 2014 (see figure III).

Figure III

Length of pending peace operations investigations as at 31 December 2014 and 31 December 2015



C. Inspection and Evaluation Division

14. In 2015, the Inspection and Evaluation Division issued four reports, including three evaluations and one review. The Division's workplan was based on a risk-based assessment initiated the previous year, developed in consultation with the Department of Peacekeeping Operations and the Department of Field Support. The workplan, which had been presented to the Independent Audit Advisory Committee and shared with the Committee for Programme and Coordination, identified three themes for evaluation of peacekeeping.

D. Staffing

15. Efforts to address vacancy rates throughout OIOS continued. The OIOS vacancy rate for peacekeeping as at 31 December 2015 was 20 per cent (see table 3). The Office continued to enhance its recruitment strategy and increased the use of rosters for staff selection. As at 31 December 2015, 16 staff had been selected for vacant posts and were in the onboarding phase.

Table 3
Office of Internal Oversight Services vacancy rate for peacekeeping, 2014-2015

	As at 31 December 2014		*As at 31 December 2015*		*Onboarding phase as at 31 December 2015*
	Vacant posts	*Percentage*	*Vacant posts*	*Percentage*	*Number of staff*
Investigations Division	20	34	13	23	3
Internal Audit Division	17	17	18	19	12
Inspection and Evaluation Division	–	–	2	50	1
Executive Office	–	–	–	–	–
Total	**37**	**23**	**33**	**20**	**16**

E. Impediments to the work of the Office of Internal Oversight Services

16. During 2015 there was no inappropriate scope limitation that impeded the work or independence of OIOS.

III. Oversight results

17. Internal Audit reports are available for review on the OIOS website (https://oios.un.org). The descriptions of selected critical audit results below resulted in specific recommendations and management action plans that are outlined in the reports themselves. The implementation rate for issued critical recommendations is updated on a quarterly basis and is reflected on the OIOS website.

A. Thematic audits

Conduct and discipline

18. OIOS conducted audits related to conduct and discipline functions in MINUSTAH, MONUSCO, UNAMID, UNIFIL, UNMIL, UNMISS and UNOCI.

19. The missions regularly tracked misconduct allegations and submitted reports on their conduct and discipline activities to the Department of Field Support, and implemented sufficient welfare and recreational activities to help strengthen morale and discipline. Five missions also implemented adequate controls to ensure their conduct and discipline teams promptly assessed and referred misconduct cases to investigative bodies. Two missions did not have up-to-date mapping of services and assistance available to victims and the other five missions did not regularly refer victims to mapped services or did not maintain records of their interactions with victims. Five missions also needed to: (a) implement effective follow-up mechanisms for cases referred to investigative bodies; (b) monitor staff compliance with mandatory conduct and discipline training; and (c) implement a public information strategy to guide outreach activities related to sexual exploitation and abuse. There was also a need for four missions to regularly identify, assess and monitor risks of misconduct and implement appropriate preventive measures.

Waste management

20. OIOS conducted audits related to waste management in MINUSTAH, MONUSCO, UNAMID, UNIFIL and UNOCI.

21. The missions generally implemented adequate measures to raise staff members' awareness of good waste management practices and installed over 190 treatment plants and constructed several septic plants, soak pits and grease traps to manage wastewater. However, some missions needed to: (a) adequately treat and dispose of wastewater; (b) regularly inspect and maintain treatment plants and other wastewater infrastructure; (c) regularly inspect waste disposal sites and monitor contractors' disposal methods and practices; and (d) adequately segregate and dispose of solid waste and incinerate medical waste.

Umoja implementation and deployment guidelines

22. OIOS conducted audits related to Umoja implementation and deployment guidelines in MINUSMA, MINUSTAH, MONUSCO, UNMISS, UNOCI and the Regional Service Centre at Entebbe.

23. In all missions except UNMISS, user access mapping was not properly conducted, resulting in: (a) roles granted to staff members without delegated authority; (b) staff members with conflicting roles or inappropriate access to the system; and (c) users that were mapped to the wrong roles. In all six missions, the required change management activities and/or change impact activities were not conducted, and there were weaknesses in process design and workflow. In the Regional Service Centre, MINUSMA and MONUSCO, there were either duplicate business partner records or banking details of business partners that were inadequately uploaded in the system resulting in delayed payments to vendors. In MINUSMA and UNOCI, there was a need for adequate monitoring and reporting to ensure resolution of issues and completion of Umoja activities in a timely manner.

B. Internal audit and investigation activities by department and mission

Department of Field Support

Internal audit activities

24. OIOS issued 48 audit recommendations and the following 10 audit reports to the Department of Field Support:

- *Delegation of human resource management authority (2015/037)*
- *Field Personnel Specialist Support Service (2015/128)*
- *Implementation of the interface between Umoja and Galileo (2015/171)*
- *Entitlement travel services (2015/099)*
- *Construction projects (2015/175)*
- *Field support suite of applications in selected field missions/offices (2015/076)*
- *Management of delegation of procurement authority (2015/190)*
- *Migration of Lotus Notes applications and electronic mail system (2015/105)*
- *Kuwait Joint Support Office (2015/086)*
- *Pre-deployment process for uniformed personnel (2015/069)*

Critical audit results

25. *Entitlement travel services (2015/099)*: Regional Service Centre staff at the FS-4 level were authorizing home leave, family visit and education grant travel and related lump-sum options. However, the Chief of the Centre had not formally subdelegated to the concerned staff the authority to perform these functions. There was a risk of improper authorization of entitlement travel by the concerned staff.

26. The Regional Service Centre had not established procedures to ensure compliance with the United Nations entitlement policy. As a result, staff did not always stay for a minimum of seven days when travelling on home leave and family visit and did not submit travel claims and evidence of completion of related travel. The Centre had not determined the amount of travel advances to be recovered from concerned staff.

27. *Construction projects (2015/175)*. MONUSCO had not established an adequate governance structure to monitor construction projects. The project management team, which was responsible for the day-to-day management of construction activities, did not have clear terms of reference for construction activities. As a result, projects were delayed by up to two years and the cost of the data centre was exceeded by $2.5 million.

28. MONUSCO did not obtain required permits from the authorities of Uganda for the ongoing construction of six buildings, planned construction of another building and a completed powerhouse. As a result, there was a risk that construction activities did not comply with the Uganda Building Control Act; and financial losses could arise if the authorities required additional work.

Department of Management

Internal audit activities

29. OIOS issued 16 audit recommendations and the following audit report to the Department of Management:

- *Implementation of the electronic fuel management system (2015/124)*

Critical audit results

30. *Implementation of the electronic fuel management system (2015/124)*. The Electronic Fuel Management System-2 (EFMS-2) project did not comply with the United Nations information and communications technology project management framework. A high-level business case for the project was never developed, documented and approved by the Information and Communications Technology Committee and Project Review Committee to confirm the project's viability. There was no project board to coordinate and oversee the project, which increased the risk that the expected benefits from the system might not be realized in a cost-efficient manner.

31. OIOS also noted that: (a) the project was not configured with adequate controls for data input, processing, output, security and availability; (b) the Department of Field Support had not defined the reports required for monitoring consumption, inefficiencies, potential fraud and system exceptions; (c) the Department of Field Support had not defined the responsibilities for the review, detection and analysis of exceptions; and (d) user access management procedures were not adequately defined in the project for files and database access.

Department of Political Affairs

Internal audit activities

32. OIOS issued two audit recommendations and the following audit report to the Department of Political Affairs:

- *Policy and Mediation Division (2015/160)*

Department of Peacekeeping Operations

Internal audit activities

33. OIOS issued 15 audit recommendations and the following two audit reports to the Department of Peacekeeping Operations:

- *Office of Operations (2015/136)*
- *United Nations Mine Action Service (2015/041)*

Investigation activities

34. OIOS issued one closure report related to unsubstantiated misconduct (0105/14).

United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Internal audit activities

35. OIOS issued 16 audit recommendations and the following two audit reports to MINUSCA:

- *Emergency preparedness (2015/110)*
- *Rations management (2015/150)*

Critical audit results

36. *Rations management (2015/150)*. At the time of the audit, MINUSCA was holding 23,713 composite ration packs, equivalent to a two-day supply against the 14-day requirement, posing the risk of insufficient food in case of an emergency. The shortage resulted because MINUSCA did not have a freight forwarder to transport 138,000 composite ration packs costing $2.1 million. Consequently, in February 2015, due to the acute shortage of ration packs, MINUSCA had to airfreight ration packs from Valencia, Spain, to Bangui at a cost of $816,000 (39 per cent of the cost of the ration packs). The ration packs were delivered to the mission in June 2015, but MINUSCA had not established appropriate arrangements for future deliveries of ration packs.

37. The contractor had not disposed of 179 tons of meat products valued at $745,246 that were rejected by the mission because of poor quality. As at 30 June 2015, the contractor had not identified appropriate methods to dispose of large quantities of food and kept them in containers, posing a risk that poor quality food could be released for consumption.

38. MINUSCA was not independently verifying and reconciling imported quantities of food recorded on tax exemption certificates with actual quantities received at the contractor's warehouse and subsequently delivered to contingents. This posed a risk that duty-free rations brought into the country were not used solely for the mission.

Investigation activities

39. OIOS issued the following two contingent reports related to MINUSCA:

- *Unlawful detention, torture and inhumane treatment by peacekeepers (0042/15)*
- *Sexual abuse by a peacekeeper (0209/15)*

United Nations Multidimensional Integrated Stabilization Mission in Mali

Internal audit activities

40. OIOS issued 33 audit recommendations and the following five audit reports to MINUSMA:

- *Recruitment of national staff and individual contractors (2015/019)*
- *Administrative support provided by UNOCI (2015/054)*
- *Fuel management (2015/055)*

- *Recruitment of national staff (2015/090)*
- *Contracts management (2015/089)*
- *Vehicle fleet management (2015/108)*
- *Rations management (2015/184)*
- *Asset disposal and Local Property Survey Board activities (2015/183)*

Critical audit results

110. *Air operations (2015/002)*: UNSOS did not maintain adequate documentation, such as special flight requests, air tasking orders, aviation risk management checklists and after-mission reports, to support special flights undertaken. Therefore, UNSOS was unable to demonstrate that special flights were approved and properly tasked.

111. *Management of warehouses (2015/027)*: UNSOS did not adequately review stockholdings against the levels recommended by the Departments of Peacekeeping and Field Support to identify slow-moving and obsolete items and initiate write-offs. The OIOS analysis of stockholdings indicated that: (a) 442 plant and equipment items valued at $4 million had exceeded their useful life; and (b) two self-accounting units had 2,457 excess inventory items with an acquisition value of $15 million.

112. *Rations management (2015/184)*: UNSOS was supplying rations to one contingent and reimbursing it about $45,000 per month based on claims provided for food procured locally. However, the memorandum of understanding between the United Nations and the African Union required UNSOS to provide rations to the African Union Mission in Somalia (AMISOM) contingents, but not cash, and the Department of Field Support had recommended that all rations for AMISOM be procured by the contractor to eliminate inherent food and safety risks.

113. UNSOS had not determined applicable performance credits and penalties for faulty food items, short deliveries and substitutions for rations delivered by the contractor for the first 25 consumption cycles. This increased the risk of financial loss to the Organization as UNSOS had paid the contractor almost $70 million. The contractor had also submitted reimbursement claims for conducting tasks beyond the initial contractual agreement which needed to be offset against applicable penalties and credits.

114. The contractor did not establish adequate facilities to store strategic and operational reserves and combat ration packs and had a storage capacity for only 12,000 troops and not for the 33,026 troops. Furthermore, the contractor stored combat ration packs valued at $1.8 million in unrefrigerated containers increasing the risk of reduced shelf life and financial losses.

Investigation activities

115. OIOS issued the following two investigation reports related to UNSOS:

- *Serious misconduct by a staff member (0488/12)*
- *Theft of fuel (0379/14)*

116. *Case 0488/12*: OIOS investigated a report that a staff member had received bribes from contractors in exchange for renewing their contracts. The investigation

not only substantiated the reported misconduct but also established that the staff member had engaged in unauthorized outside activity. Based on the OIOS substantiated findings, the matter was referred to the national authorities and a note was placed in the official status file of the now separated staff member, with a temporary withholding of the staff member's final emolument pending resolution of the matter.

117. *Case 0379/14*: OIOS investigated a report of fuel fraud and established that military contingent personnel, in collusion with employees of the United Nations vendor operating a fuel distribution point in Somalia, had misappropriated 3,383,082 litres of fuel, valued at $4,706,253.50. UNSOS has withheld $4,706,253 from the payments due to the contractor, which is equivalent to the 3,383,082 litres of fuel that was misappropriated. The matter is also pending with the Office of Legal Affairs for further guidance.

118. OIOS also issued one closure report related to unsubstantiated misconduct (0134/14).

United Nations Truce Supervision Organization

Internal audit activities

119. OIOS issued two audit recommendations and the following audit report to UNTSO:

- *Safety and security (2015/067)*

C. Evaluation activities

120. In the period under consideration, the Evaluation Division issued four reports, including three evaluations and one review. The reports for these engagements are available for review on the OIOS website. The issues in the reports resulted in specific recommendations and management action plans that are outlined in the reports themselves.

Evaluation of the enforcement and remedial assistance efforts for sexual exploitation and abuse by United Nations and related personnel in peacekeeping operations (IED-15-001)

121. The evaluation on the enforcement and remedial assistance efforts for sexual exploitation and abuse by United Nations and related personnel in peacekeeping operations noted the persistence of sexual exploitation and abuse allegations, despite an overall downward trend since 2009. Between 2008 and 2013, the largest number of allegations involved military personnel, although civilians accounted for a percentage disproportionate to their numbers. While civilians constituted 18 per cent of mission personnel, they accounted for 33 per cent of allegations. Allegations of sexual exploitation and abuse were mostly reported in four missions: MINUSTAH, MONUSCO, UNMIL and UNMISS. The evaluation identified several factors affecting the current situation, including: delays in completing investigations; confusion of roles in the sexual exploitation and abuse enforcement architecture and enforcement delays; and variations in sanctions, which weakened the commitment to zero tolerance. The evaluation also noted that remedial

- *Use of Umoja deployment guidelines (2015/131)*
- *Air operations (2015/148)*

Critical audit results

41. *Fuel management (2015/055)*. MINUSMA did not establish a quality assurance and fraud deterrent system and; hence the amount of fuel used was not analysed to detect high fuel consumption rates and discrepancies. An analysis by OIOS of fuel supplied identified: (a) 36 of 107 vehicles with fuel consumption rates in excess of standard consumption; and (b) discrepancies between the quantities of fuel received and billed.

42. MINUSMA did not adequately monitor fuel supplied by the contractor to third parties to ensure cost recovery. As a result, MINUSMA was not reimbursed for the cost of fuel provided to these entities since the establishment of the mission, estimated at $4.5 million as at 31 January 2015.

43. *Recruitment of national staff and individual contractors (2015/019)*. MINUSMA was not: (a) posting vacancy announcements for the required minimum days; (b) adequately pre-screening applicants to ensure they met minimum requirements; (c) always constituting interview panels; and (d) maintaining adequate documentation of selection decisions.

44. *Administrative support provided to MINUSMA by UNOCI (2015/054)*. UNOCI did not achieve agreed timelines for processing of MINUSMA invoices, travel claims, staff assignment grants and payroll, or settling of accounts receivable and payable. Delays were caused partly by the implementation of Umoja and also by the absence of performance management and reporting mechanisms to ensure services to MINUSMA were satisfactorily delivered.

45. *Air operations (2015/148)*. Due to a high vacancy rate in the Quality Assurance and Standardization Unit, MINUSMA had not established an aviation quality assurance programme. As at the end of December 2014, only two of the Unit's five posts had been filled. By August 2015, MINUSMA had filled all the Unit's posts, but was yet to establish its quality assurance programme. As a result, there was a risk of the mission's air operations not complying with United Nations standards, increasing risks related to safety.

Investigation activities

46. OIOS issued the following four contingent reports related to MINUSMA:

- *Misconduct by peacekeepers (0114/14)*
- *Misconduct by a peacekeeper (0306/14)*
- *Misconduct by a peacekeeper (0087/15)*
- *Sexual exploitation by peacekeepers (0163/15)*

47. *Case 0163/15*: OIOS received a report that a Malian woman had offered sexual favours to a group of 10 peacekeepers in exchange for money. The case was reported to the troop contributing country, which informed the Organization, in May 2015, that it had appointed a national investigations officer to conduct an investigation into the reported misconduct. However, to date, the troop contributing

country has yet to inform the United Nations regarding the outcome of its investigation, as required.

48. OIOS also issued one closure report related to unsubstantiated misconduct (0107/14).

United Nations Stabilization Mission in Haiti

Internal audit activities

49. OIOS issued 36 audit recommendations and the following seven audit reports to MINUSTAH:

- *Community violence reduction programme (2015/052)*
- *Waste management (2015/068)*
- *Conduct and discipline functio : (2015/075)*
- *Trust fund to strengthen specialized sexual and gender-based crimes police cells and units within the Haitian National Police (2015/085)*
- *Engineering projects (2015/132)*
- *Private security services (2015/139)*
- *Implementation of the Umoja system in MINUSTAH (2015/074)*

Critical audit results

50. *Implementation of the Umoja system in MINUSTAH (2015/074)*: There was a delay in the implementation of a number of critical Umoja Extension I functions in MINUSTAH, such as: (a) automatic generation of staff letters of appointment; (b) automated personnel action notifications to staff; and (c) bulk contract extensions. MINUSTAH was processing manually the renewal of contracts of 88 international and 300 local staff, and was expecting to process 1,700 staff contract renewals in June 2015. Processing this number of transactions manually would cause significant delays.

51. In March 2014, the Umoja Office published a matrix mapping segregation of duties with user roles for Umoja Foundation. There were several inconsistencies in user access authorizations of MINUSTAH staff: (a) some user roles on the matrix did not exist in Umoja; (b) roles assigned to users on the matrix were not assigned to any users in Umoja; and (c) roles were assigned to users in Umoja but were not documented on the matrix. This resulted in weak access controls and segregation of duties.

Investigation activities

52. OIOS issued the following five reports related to MINUSTAH:

Contingent:

- *Excessive use of force by a peacekeeper (0153/14)*

Investigation:

- *Retaliation by a staff member (0286/14)*
- *Extortion and concealment of criminal conviction by a staff member (0199/13)*

- *Extortion by a staff member (0011/14)*
- *Sexual exploitation and abuse by a Formed Police Unit officer (0041/13)*

53. *Case 0286/14*: OIOS received, through the United Nations Ethics Office, a retaliation complaint submitted by a MINUSTAH staff member against his supervisor. OIOS conducted an investigation of the matter and, upon establishing that the elements of retaliation had been fulfilled, submitted its report to the Ethics Office. The Ethics Office has advised that, having completed its review of the OIOS investigation report, it has determined that retaliation in the matter has been established and has sent the matter to the Office of Human Resources Management for possible disciplinary action.

54. *Case 0199/13*: OIOS received a report that a national staff member solicited cash and other favours from Haitian nationals in exchange for employment with the Organization. In addition, it was reported that the staff member had failed to disclose a criminal record for drug trafficking. OIOS conducted an investigation into these matters and issued a report substantiating the reported misconduct. Disciplinary action was taken against the staff member, which resulted in his appointment being terminated. The Department of Field Support referred the case to the Office of Legal Affairs for possible referral to the Haitian law enforcement authorities.

55. In addition, OIOS issued four closure reports related to unsubstantiated misconduct (0455/14, 0020/15, 0019/15 and 0219/14).

United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Internal audit activities

56. OIOS issued 44 audit recommendations and the following 11 audit reports to MONUSCO:

- *Quick impact projects (2015/034)*
- *Procurement and management of contracts for services (2015/060)*
- *Facilities management (2015/061)*
- *Medical services (2015/066)*
- *Management of the rations contract (2015/106)*
- *Waste management (2015/116)*
- *Recruitment of national staff (2015/120)*
- *Conduct and discipline function (2015/140)*
- *Child protection activities (2015/177)*
- *Implementation of Umoja in MONUSCO and the Regional Service Centre in Entebbe (2015/087)*
- *Sexual and gender-based violence support (2015/179)*

Critical audit results

57. *Waste management (2015/116)*: MONUSCO did not have an adequate medical waste treatment infrastructure to incinerate medical waste generated by medical facilities. Five facilities burned their waste in makeshift pits and the other nine mixed their waste with general garbage, which the contractor disposed of at community dumping sites, increasing health risks to the local population.

58. MONUSCO installed nine laboratories and was conducting monthly tests to establish the effectiveness of the plants for wastewater treatment. However, MONUSCO was not conducting all of the quality tests of treated wastewater required by the Department of Field Support prior to discharging the treated wastewater into soak pits or using it for irrigation. This was because MONUSCO was delayed in acquiring the equipment to conduct the tests and had not developed procedures on the frequency of such tests. The use of inadequately treated wastewater for irrigation or discharge into the local environment posed health and environmental risks.

59. A waste disposal contractor incorrectly disposed of solid waste at a riverbank, increasing the risk of contaminating water used by the local population. This happened because MONUSCO was not reviewing waste disposal sites and practices used by the contractors.

60. *Implementation of Umoja in MONUSCO and the Regional Service Centre in Entebbe (2015/087)*: There were duplicate business partner records in Umoja for MONUSCO and the Regional Service Centre. Some Umoja records also had details similar to those contained in various lists of sanctioned or suspended vendors, exposing the Organization to potential non-compliance with applicable lists and to reputational risks.

61. There were inappropriate user access roles assigned to staff in MONUSCO and some staff retained roles associated with previous duty stations. In the Regional Service Centre, there was no coordination between concerned units during the process for checking in and out, resulting in staff retaining Umoja enterprise roles and functions associated with their previous duty stations. Some users in Umoja had not received formal delegation of authority to perform their financial responsibilities. The assignment of improper roles in Umoja posed risks of unauthorized access and irregularities.

Investigation activities

62. OIOS issued the following five reports related to MONUSCO:

Contingent:

- *Sexual exploitation and abuse by a peacekeeper (0249/14)*
- *Sexual exploitation and abuse by a peacekeeper (0487/11)*
- *Sexual abuse of a minor by a peacekeeper (0310/14)*

Investigation:

- *Attempted fraud by a staff member (0109/14)*
- *Unauthorized outside activity and conflict of interest by a staff member (0270/13)*

63. In addition, OIOS issued two closure reports related to unsubstantiated misconduct (0208/14 and 0013/14).

United Nations Assistance Mission in Afghanistan

Internal audit activities

64. OIOS issued one audit recommendation and the following audit report to UNAMA:

- *Use of consultants and individual contractors (2015/163)*

Investigation activities

65. OIOS issued one closure report related to unsubstantiated misconduct at UNAMA (0345/14).

United Nations Assistance Mission in Iraq

Internal audit activities

66. OIOS issued 14 audit recommendations and the following two audit reports to UNAMI:

- *Vehicle fleet management (2015/088)*
- *Safety and security (2015/176)*

Investigation activities

67. OIOS issued one contingent report related to UNAMI:

- *Assault of a staff member by a peacekeeper (0380/14)*

African Union-United Nations Hybrid Operation in Darfur

Internal audit activities

68. OIOS issued 37 audit recommendations and the following 12 audit reports to UNAMID:

- *Child protection programme (2015/042)*
- *Gender advisory programme (2015/045)*
- *Management of super camp facilities (2015/046)*
- *Patrolling by military contingents (2015/053)*
- *Waste management (2015/065)*
- *Conduct and discipline function (2015/109)*
- *Local procurement of goods and services (2015/135)*
- *Leave and attendance records (2015/152)*
- *Use of consultants and individual contractors (2015/153)*
- *Military engineering works (2015/154)*
- *Integrated Mission Training Centre (2015/158)*
- *Humanitarian assistance programme (2015/161)*

Critical audit results

69. *Management of super camp facilities (2015/046)*: UNAMID had not established adequate procedures to recover from staff, individual contractors and other United Nations entities the cost of mission-provided accommodation. As a result, UNAMID had not recovered $1.2 million in rent arrears from staff and third parties as at the end of October 2014.

70. *Patrolling by military contingents (2015/053)*: UNAMID did not maintain adequate supporting documents or implement a system to compute the number of mobile and foot-patrol days conducted by troops. Therefore, UNAMID computed and reported in the budget performance reports the number of patrol days by using unsupported numbers of 72 troops per patrol, one patrol per day at each of the 34 team sites for 365 days. The lack of a system to monitor patrol days precluded UNAMID from adequately monitoring and demonstrating the achievement of indicators reflected in its budget.

71. *Waste management (2015/065)*: UNAMID was not properly treating its wastewater prior to discharging it into open fields, farms and open holes. This occurred because a number of wastewater treatment plants were not operational owing to lack of preventive maintenance and delays in repairs. UNAMID was also not analysing the quality of treated wastewater at 33 of its 35 locations and was not taking corrective and timely actions to address instances when treated wastewater did not meet quality standards. This situation posed health and environmental risks.

72. UNAMID disposed of solid waste in open fields that were not fenced or controlled to prevent access by local communities and animals. This happened because UNAMID had not been able to secure suitable sites from the Government to develop dumping sites and landfills. Also, at four medical facilities, UNAMID stored medical waste in uncovered containers in unrestricted areas outside the clinics and at two contingent clinics, medical waste was disposed of together with general waste, increasing health risks.

73. *Military engineering works (2015/154)*: The Engineering Section did not adequately plan engineering projects performed by the military. For example, the Engineering Section: (a) assigned the Military Engineering Unit to undertake projects that were not in the Engineering Section's annual workplan; (b) did not provide sufficient materials for the military engineers to implement projects, such as the expansion of El Daien sector headquarters and team sites; and (c) did not assign military engineers to undertake approved projects such as the construction of 30 team sites, 16 bridges and 22 helipads. The lack of adequate planning resulted in UNAMID not optimally using available military engineers and equipment. For example, the mission did not assign any well-drilling tasks to a fully equipped well-drilling unit for more than two years although the mission paid $306,630 as reimbursement for three drilling rigs that were never used.

Investigation activities

74. OIOS issued one contingent report related to UNAMID

- *Physical assault and abuse of authority by peacekeepers (0037/14)*

United Nations Disengagement Observer Force

Internal audit activities

75. OIOS issued 9 audit recommendations and the following two audit reports to UNDOF:

- *Personnel entitlements and allowances (2015/029)*
- *Safety and security (2015/144)*

United Nations Interim Force in Lebanon

Internal audit activities

76. OIOS issued 29 audit recommendations and the following 6 audit reports to UNIFIL:

- *Payments to vendors (2015/036)*
- *Vehicle fleet management (2015/043)*
- *Conduct and discipline function (2015/056)*
- *Engineering support services (2015/082)*
- *Civil affairs activities (2015/138)*
- *Waste management (2015/181)*

Investigation activities

77. OIOS issued the following two reports related to UNIFIL.

Contingent:

- *Misconduct by a peacekeeper (0194/14)*

Investigation:

- *Misuse of an official vehicle by a staff member (0062/14)*

78. *Case 0062/14*: OIOS received a report that a UNIFIL staff member had used a United Nations vehicle for personal daily commutes between Beirut and Naqoura but declared those trips as official travel by claiming he had attended official meetings. OIOS investigated the matter and issued a report, and the case is pending a decision by the Office of Human Resources Management on possible disciplinary action.

79. In addition, OIOS issued three closure reports related to unsubstantiated misconduct (0592/13, 0262/14, 0436/14).

United Nations Interim Security Force for Abyei

Internal audit activities

80. OIOS issued 13 audit recommendations and the following four audit reports to UNIFSA:

- *Facilities management (2015/025)*
- *Safety and security (2015/032)*

- *Local procurement (2015/113)*
- *Contingent-owned equipment (2015/151)*

Critical audit results

81. *Facilities management (2015/025)*. UNISFA had not developed and implemented standard operating procedures with clear delineation of roles and responsibilities to oversee engineering activities. As a result, UNISFA did not efficiently and effectively maintain and manage its facilities and infrastructure and staff continued to reside in poor conditions. For example: (a) accommodation units had leaking roofs and broken floors; (b) ablution units had exposed electric wires and stagnant water; and (c) the UNISFA camp was infested with insects and reptiles due to inadequate pest control and fumigation.

Investigation activities

82. OIOS issued one investigation report related to UNISFA:

- *Investigation report on sexual exploitation and abuse by a staff member formerly seconded to UNISFA (0377/12)*

United Nations Interim Administration in Kosovo

Investigation activities

83. OIOS issued one investigation report related to UNMIK:

- *Misconduct by a staff member (0083/14)*

84. *Case 0083/14*: OIOS established that a staff member had been involved in an accident with a civilian vehicle while driving a United Nations vehicle and that, subsequent to the accident, he verbally and physically assaulted the civilian driver before leaving the scene of the accident. The staff member also failed to report the incident to UNMIK in a timely manner. The Department of Field Support forwarded the matter to the Office of Human Resources Management for appropriate action, where it is pending a decision.

United Nations Mission in Liberia

Internal audit activities

85. OIOS issued 12 audit recommendations and the following two audit reports to UNMIL:

- *Recruitment of national staff (2015/096)*
- *Conduct and discipline function (2015/157)*

Investigation activities

86. OIOS issued the following 10 reports related to UNMIL:

Contingent:

- *Possession of gold prospecting equipment by peacekeepers (0123/13)*
- *Improper fraternization with local women by peacekeepers (0498/13)*
- *Sexual abuse by a peacekeeper (0425/14)*

Investigation:

- *Physical assault by Formed Police Unit personnel (0088/14)*
- *Mala fide complaint by a staff member (0261/14)*
- *Mala fide complaint by a staff member (0055/15)*
- *Mala fide complaint by a staff member (0056/15)*
- *Attempted medical insurance programme fraud by a staff member (0111/14)*
- *Violations of the financial regulations and rules by a staff member (0522/13)*
- *Conduct unbefitting of a United Nations Police officer (0275/15)*

87. *Cases 0261/14, 0055/15 and 0056/15*: Having investigated complaints raised by staff members who claimed to have been assaulted by Formed Police Unit personnel at an unannounced organized lock-out protest by national staff association members at the UNMIL logistics base in Monrovia, OIOS investigated the complainants for having potentially filed mala fide complaints against the Formed Police Unit personnel. Based on the OIOS investigation reports, the Department of Field Support referred one staff member to the Office of Human Resources Management for disciplinary action; however, the staff member resigned before the institution of proceedings (0261/14). Of the two remaining staff members, one separated on retirement from the Organization (0056/15) and OIOS awaits a response from the Department of Field Support on the investigative findings regarding the second.

88. *Case 0111/14*: OIOS investigated a report that a staff member had submitted suspected fraudulent medical reimbursement claims amounting to $29,365. The staff member acknowledged having attempted to defraud the United Nations medical insurance programme by using previously purchased and entirely fabricated medical treatment receipts. Following disciplinary proceedings, the staff member was separated from the Organization.

89. *Case 275/15*: OIOS investigated a report that postings by a United Nations Police officer on a social media website were offensive and inappropriate and likely to bring the Organization into disrepute. OIOS substantiated the reported misconduct, transmitted its findings to the Department of Field Support and awaits a response.

90. In addition, OIOS issued one closure report related to unsubstantiated misconduct (0592/13).

United Nations Mission in South Sudan

Internal audit activities

91. OIOS issued 52 audit recommendations and the following 9 audit reports to UNMISS:

- *Warehouse operations (2015/006)*
- *Vehicle fleet management (2015/064)*
- *Recruitment of national staff and individual contractors (2015/091)*
- *Management of engineering projects (2015/123)*

- *Use of Umoja deployment guidelines (2015/125)*
- *Local procurement (2015/133)*
- *Contingent-owned equipment (2015/167)*
- *Conduct and discipline function (2015/126)*
- *Use of international consultants and international individual contractors (2015/180)*

Critical audit results

92. *Warehouse operations (2015/006)*: Self-accounting units did not investigate 60 missing items valued at $3.5 million to assign accountability and to prevent reoccurrence. Also, an OIOS analysis of inventory as at 31 July 2014 identified 100 expendable inventory items valued at $2.4 million and 3,176 non-expendable inventory items valued at $20.4 million with no movements for more than one year. As a result, valuable warehouse space was used to store items that were possibly obsolete or no longer needed.

93. *Recruitment of national staff and individual contractors (2015/091)*: UNMISS did not maintain adequate records on the recruitment of national staff and individual contractors. For example, a review of 194 national staff recruitment files indicated one or more important documents such as vacancy announcements, records of pre-screening procedures, candidates' personal history profiles and interview and comparative evaluation reports, were not available. There were also no recruitment case files for 116 of the 200 individual contractors selected for review.

94. *Management of engineering projects (2015/123)*: UNMISS did not have an adequate system to track engineering projects and related costs. Hence, UNMISS was precluded from effectively monitoring and controlling engineering projects and was unable to determine their timely completion and actual costs. UNMISS also did not maintain important documents for 16 projects costing $64 million, including monthly progress and inspection reports, minutes of project management meetings and bills of quantities.

95. The Engineering Section had inadequate staffing capacity to monitor and report on engineering projects. The Section had an average vacancy rate of 25 per cent in fiscal years 2013/14 and 2014/15 and as at 31 January 2015, 41 of the Section's 300 authorized posts had been vacant since July 2011. As a result: (a) UNMISS was unable to complete roofing of 170 staff accommodations and had to outsource the project at a cost of $425,000; and (b) the construction of warehouses, county support bases and troop accommodations and maintenance of roads was delayed.

Investigation activities

96. OIOS issued three closure reports related to unsubstantiated misconduct pertaining to UNMISS or the former United Nations Mission in the Sudan (0158/14, 0353/14 and 0449/13).

United Nations Military Observer Group in India and Pakistan

Internal audit activities

97. OIOS issued six audit recommendations and the following audit report to UNMOGIP:

- *United Nations Military Observer Group in India and Pakistan (2015/155)*

United Nations Operation in Côte d'Ivoire

Internal audit activities

98. OIOS issued 33 audit recommendations and the following 7 audit reports to UNOCI:

- *Disarmament, demobilization and reintegration programme (2015/005)*
- *Staff development and training (2015/026)*
- *Security sector reform programme (2015/063)*
- *Use of the Umoja deployment guidelines (2015/070)*
- *Minimum operating residential security standards entitlements for staff (2015/072)*
- *Waste management (2015/107)*
- *Conduct and discipline function (2015/127)*

Critical audit results

99. *Disarmament, demobilization and reintegration programme (2015/005)*: In May 2013, UNOCI and the national Disarmament, Demobilization and Reintegration Institution formed a joint verification team to ensure only ex-combatants that met established eligibility criteria were registered in the programme. However, as at December 2013, the national institution had registered 8,000 participants that had not been jointly verified by UNOCI. UNOCI was therefore making payments for reinsertion packages to registered ex-combatants without independent verification of eligibility.

100. *Waste management (2015/107)*: UNOCI did not dedicate sufficient resources to oversee its wastewater disposal activities and those of its contractors. As a result, untreated wastewater was being discharged into open drains and gutters, posing health and environmental risks.

101. UNOCI did not have records to demonstrate that it was adequately inspecting and properly maintaining its treatment plants in accordance with the manufacturer's operating manual. UNOCI also did not always test the quality of treated wastewater to ensure that it met established parameters prior to it being discharged into the local environment.

102. *Conduct and discipline function (2015/127)*: The Conduct and Discipline Team did not review misconduct cases involving United Nations Police as the police component was handling such allegations. As a result, seven out of 15 cases reported directly to the police component were not investigated. There was a risk

that allegations of misconduct were not properly reviewed and acted on, damaging the reputation of the United Nations.

Investigation activities

103. OIOS issued the following three investigation reports to UNOCI:

- *Failure to report a conflict of interest by a staff member (0193/15)*
- *Extortion by a staff member (0257/13)*
- *Extortion by an individual contractor (0072/14)*

104. *Case 0193/15*: OIOS investigated a report that a staff member failed to disclose a conflict of interest during a recruitment exercise for a job opening. It was reported that the staff member, who was a panellist for the recruitment interviews, failed to disclose her marital relationship with one of the interviewed candidates and actively favoured him during the selection process. Based on substantiated findings of OIOS, the Department of Field Support referred the matter to the Office of Human Resources Management for disciplinary action, where it is pending a decision.

105. *Cases 0069/14, 0070/14, 0071/14, 0072/14, 0073/14 and 0074/14*: OIOS investigated a report that several staff members in UNOCI were operating a "cash for contract" scheme, whereby members of the group solicited cash payments from local citizens in exchange for individual contractor contracts. For five of the cases, OIOS found insufficient evidence to substantiate the claims and informed the Department of Field Support accordingly. For the sixth case (0072/14), a note was placed in the file of the individual contractor, who no longer holds a contract with the Organization.

106. In addition, OIOS issued seven closure reports related to unsubstantiated misconduct (0069/14, 0070/14, 0071/14, 0073/14, 0074/14, 0231/14 and 0336/14).

United Nations Peacekeeping Force in Cyprus

Investigation activities

107. OIOS issued one contingent report related to UNFICYP:

- *Misconduct by peacekeepers (0195/14)*

Office of the United Nations Special Coordinator for the Middle East Peace Process

Internal audit activities

108. OIOS issued three audit recommendations and the following audit report to UNSCO:

- *Safety and security (2015/080)*

United Nations Support Office in Somalia

Internal audit activities

109. OIOS issued 39 audit recommendations and the following seven audit reports to UNSOS:

- *Air operations (2015/002)*
- *Management of warehouses (2015/027)*

assistance to victims was very weak owing to the lack of dedicated funding and slow enforcement processes. OIOS made six recommendations, including: revising the memorandum of understanding with Member States on alleged misconduct to enhance its effectiveness; proposing a funded comprehensive strategy on assistance and support to victims of sexual exploitation and abuse; analysing differences in discipline across uniformed contingents; strengthening follow-up protocols with troop- and police-contributing countries; reporting on whether contingent commanders have fulfilled their command responsibilities in preventing and addressing sexual exploitation and abuse; and clarifying certain provisions within the 2003 Secretary-General's bulletin relating to sexual exploitation and abuse.

Programme evaluation of the Standing Police Capacity of the Police Division, Department of Peacekeeping Operations (IED-14-012)

122. The evaluation of the Standing Police Capacity of the Police Division of the Department of Peacekeeping Operations noted that, since its establishment in 2006, the Standing Police Capacity of the Police Division, when deployed, had made a plausible and positive contribution to missions' police-related work and tasks. However, it had been chronically underutilized. Its average deployment rate has been 33.5 per cent as against the anticipated rate of 65 per cent communicated to Member States. Unlike special political missions, large peacekeeping missions had not generated a demand proportionate to their size. Both financial and non-financial factors have inhibited the demand for the Standing Police Capacity. The financial model, which requires the Police Capacity to rely on field missions to fund the travel and allowance costs, has been a significant constraint, as has its short deployment span (three to six months). Its effectiveness has been affected by several factors, including: risks of duplication and poor cohesion within the Police Division; low visibility of its reported results; inadequate support for partnerships; and uncertainty about its location. OIOS made one critical and three important recommendations. These include: consideration by the General Assembly to enhance the authority and flexibility of the Department of Peacekeeping Operations to effect changes in the occupational specialities of the Standing Police Capacity; centralized funding to support the Capacity's functioning; deciding a deployment rate for the Capacity against which its performance can be measured; and addressing the issue of the location of the Standing Police Capacity.

Review of the logical frameworks underlying selected aspects of United Nations peacekeeping operations (IED-15-007)

123. The review of the logical frameworks underlying selected aspects of United Nations peacekeeping operations aimed to document the programme and thematic impact pathways that, implicitly or explicitly, underlie the United Nations approach to selected aspects of its peacekeeping operations. The review focused on refining and updating the overall programme impact pathway developed by the Division in 2013, as well as on developing thematic impact pathways for the Office of Military Affairs subprogramme and the force generation function, which will be utilized in the thematic evaluation of force generation.

Evaluation of the senior leadership training of the Department of Peacekeeping Operations and the Department of Field Support (IED-15-010)

124. OIOS evaluated the effectiveness of the senior leadership training of the Departments of Peacekeeping Operations and Field Support, with particular focus on the senior mission leaders course. Peacekeeping leaders valued the training they received with participants reporting high utility, especially for the senior mission leaders course. Challenges identified included: the diverse backgrounds of the senior leaders and their varying degree of United Nations experience; that training was neither consistently offered to newly appointed senior leaders nor taken by them; that 38.2 per cent of eligible leaders did not complete mandatory training in due time; and that 28.4 per cent deployed without any senior leader training having been provided by the Departments. Feedback from the leaders also suggested that training had not prepared them adequately for specific issues. Both the design and the delivery of the training and related activities contributed to the problems reported. OIOS made seven recommendations to address the issues raised including: developing and implementing a senior leadership orientation and training strategy; ensuring that no new appointee to a senior leadership position deployed without completing a specified minimum level of training; ensuring that all senior leaders completed at least one senior leadership training course provided by the Departments within the first six month of their appointment; allocating sufficient funds to address the issue of funding of the senior mission leaders course; establishing performance indicators and specific targets for the planned outcomes of the senior mission leaders course; developing mission-specific handbooks tailored to suit the information and knowledge needs of senior leaders; and developing mission specific crisis management training for mission leadership teams.